



Washington, D.C. 20505

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4 August 1986

The Honorable Lee H. Hamilton  
Chairman  
Permanent Select Committee on Intelligence  
U.S. House of Representatives  
Washington, D.C. 20515

Dear Mr. Chairman:

I am sure you share my view that the success of our organization is almost entirely dependent on the quality and dedication of our employees. Of particular importance to our National Intelligence Strategy, therefore, is our continued ability to recruit and retain high caliber individuals with language and area expertise, able to operate in foreign environments as well as experts in a wide variety of technical fields.

We have been reviewing our human resources system to ensure our continued ability to maintain the highly skilled work force we need and recently have made a number of improvements in our system. Even more needs to be done.

I recently appeared before the Senate Select Committee on Intelligence, at its request, to outline my concerns and the direction I feel we must pursue. I thought you would be interested and am enclosing a copy of my testimony. Members of my staff are arranging a mutually convenient time to discuss with your staff our thinking on this important subject.

Sincerely,

William J. Casey  
Director of Central Intelligence

Enclosures

UNCLASSIFIED Upon  
Removal of SECRET Attachment

*I - I would like to discuss with you after you have had a chance to read the thoughts I had at a briefing the SSCI called for a personnel. This subject is called for a personnel. I would be glad to discuss this with your committee.*

CL BY SIGNER  
DECL OADR

OP/PA&E [redacted] (29Jul86)

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DCI TESTIMONY  
SENATE SELECT COMMITTEE ON INTELLIGENCE  
23 JULY 1986  
CIA PERSONNEL MANAGEMENT

IT IS A PLEASURE FOR US TO BE HERE TODAY TO TALK ABOUT  
ASPECTS OF PERSONNEL MANAGEMENT IN THE INTELLIGENCE COMMUNITY.

[REDACTED] EXECUTIVE DIRECTOR OF DIA, [REDACTED] DEPUTY  
DIRECTOR FOR ADMINISTRATION FOR NSA, AND SECRETARY MORTON  
ABRAMOWITZ FOR INR WILL ADDRESS PERSONNEL NEEDS AND INITIATIVES  
IN THEIR ORGANIZATIONS. I WILL COMMENT GENERALLY ON THE COMMUNITY  
AND ADDRESS DEVELOPMENTS IN CIA MORE SPECIFICALLY. IN AN AGE  
OF HIGH TECHNOLOGY, IT IS EASY TO LOSE TRACK OF THE FACT THAT  
INTELLIGENCE IS A MANPOWER INTENSIVE BUSINESS.

STAT

WHEN I CAME TO THIS JOB I FOUND AN ENTHUSIASTIC, DEDICATED  
AND, ABOVE ALL, HIGHLY TALENTED WORKFORCE. THEY WERE STRETCHED  
DANGEROUSLY THIN FROM THE CUTS OF THE LATE 1970s, BUT THE SENSE  
OF DAILY CHALLENGE AND FULFILLMENT THEY GOT FROM THEIR WORK WAS  
AN INSPIRATION. WITH YOUR SUPPORT, THEIR RANKS HAVE BEEN  
REBUILT AND THEY HAVE OBTAINED THE RESOURCES THEY NEEDED AND  
DESERVED.

OUR PERSONNEL SYSTEM HAS SERVED US WELL AND HAS MANY  
STRENGTHS. IT ACCOMPLISHES OUR MOST FUNDAMENTAL GOAL,  
DEVELOPING PEOPLE WHO ARE EXPERTS IN THEIR FIELDS AND DEEPLY  
COMMITTED TO OUR MISSION. BY AND LARGE OUR EMPLOYEES SAY